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U.S. ARMY RECRUITING and CAREER COUNSELING

journal

APRIL 1976

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When the Army loses, you lose

"What effect do "unprogrammed" losses have on recruiting? Every month thousands of soldiers leave the service before their normal terms of duty are up. These losses affect the Army not only at the time of discharge, but also when additional replacements have to be recruited.

The recruiter can save himself time, and the Army money, by putting more high quality people in the service. Even though some non-high school grads may make good soldiers, the loss rate among high school grads is much lower. The best way to illustrate the difference between the two is through the use of graphs.

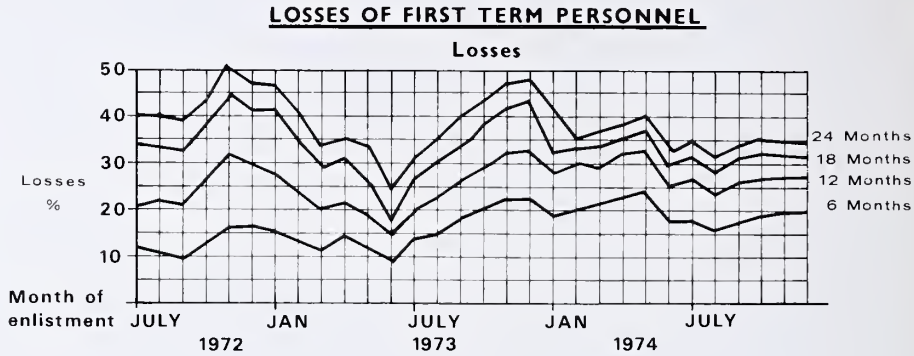
Figure one shows the losses (in percentage) of all first term personnel after 6, 12, 18 and 24 months. Figure two shows the percentage of high school grads enlisted for the corresponding period of time. When the high school grad enlistment rate went up, the dropout rate went down.

This is also shown in the Trainee Discharge Program (Figure three). In this case the dropout rate for non-high school grads is about twice that of high school grads.

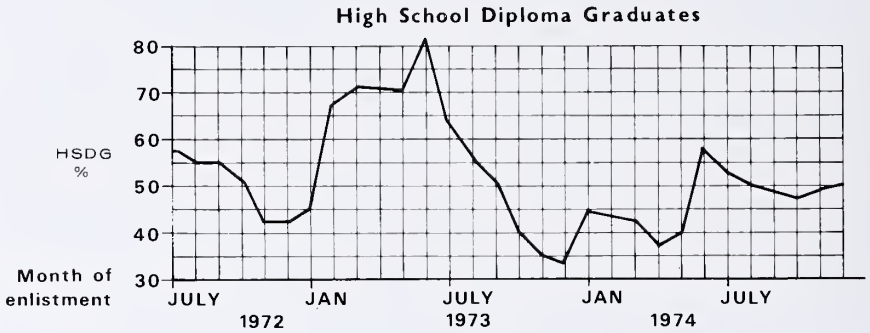
It's a simple fact: good people will not drop out as easily as those of low quality. Therefore, you, the recruiter, have more time to follow up high quality leads on other new applicants.

Through these graphs and your own personal experiences, you can see that the lower the high school graduate rate, the higher the Army's loss rate will be. The higher the loss rate, the higher the command's future recruiting objectives are. The higher the objective, the more pressure the recruiter feels. More pressure eventually lowers the quality of enlistees (the "take what you can get" syndrome). Once the spiral begins, it's hard to stop.

The figures don't lie. Higher quality recruits result in a higher quality Army, reduce costs by lowering loss rates, and, in the long run, make your job easier.



(FIG.1)



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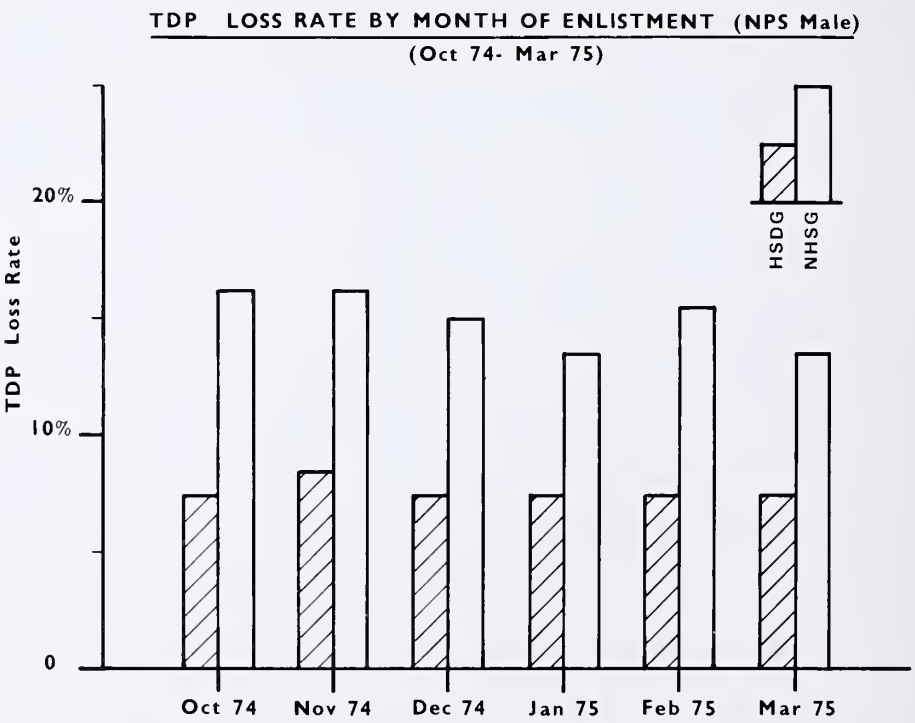

(FIG.3)

Views and Reviews

MG Forrester greets SSG Wayne Rusbolt, Phoenix DRC, as he arrives for participation in the CG's Recruiter Advisory Council.

USAREC's recruiter selection team takes great pains to tell all NCOs thinking of joining the Command that recruiting duty is NOT easy. This is done to prepare the new recruiters for the rigors of the job. Those of you in the field can attest that this is true.

Why then have so many fine NCOs chosen this profession?

I have to believe it is because those who come aboard understand the importance of our mission. Reduced to its simplest, only by our success can the United States have a viable Army. That is a tremendous responsibility--one in which there can be no thought of failure, no margin for error.

Being a field recruiter today is more of a challenge than at any other time in our history. During the draft era we had a ready-made market. During the first years of the Volunteer Army, we had a large number of benefits and options to offer prospects, as well as relatively large budgets with which to work.

Those days appear to be behind us.

So how do we continue to be successful?

There is only one way--through the continued excellence of our recruiters. Being a field recruiter today should fill each of you with an added measure of excitement. We now must prove that our past successes were not solely a result of large budgets, of high unemployment, of benefits and options.

This is a real challenge.

But the field recruiter, from my experience, is an extraordinary person--the type who thrives on meeting the "unmeetable" challenge. As long as USAREC continues to enjoy the luxury of having this type of person in the recruiting stations, I am confident that our unbroken record of successes will continue.

Good recruiting.

EUGENE P. FORRESTER
Major General, USA
Commanding

U.S. ARMY RECRUITING and CAREER COUNSELING
journal
Vol. 29 No. 4 April 1976

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ART CREDITS

P. 2, p. 13, p. 23, p. 35 — SP5 Bill Bunce

COVERS

Sergeant Florence Chickering, Chicago DRC, engages in a classic recruiting situation: an interview with prospect Steven Souville and his mother, Nancy.

On the back cover of the September 1974 *Journal*, QIPS badges were first introduced. Pictured this month is the gold badge with sapphire stars, the latest in QIPS.

Recruiting for the U.S. Army

The Journal *is primarily for recruiters, but* this *issue is also for those who* would be *recruiters.*

Recruiting duty is no free ride. But as with most things, there are advantages which compensate for the bad times. On the following pages you'll find information about both the good and the bad: there is a story about routine recruiting, some comments about what it's like being the wife of a recruiter, what standards a new recruiter must meet, an update on what the prospective recruiter can expect at the recruiting school and news on QIPS, the recruiter's unique incentive system.

By JOE CALDWELL
Little Rock DRC

Army recruiters are a special breed . . . they have to be. The soldiers of today's Army are the result of talent and labor not of lottery.

When we advertise for recruiters in the classified section of post newspapers, the ad usually reads something like this:

"WANTED: Top-notch salesman to work for one of the world's largest employers!

"Applicant must possess the ability to work alone without constant supervision, while planning effective work schedules; to meet people and make friends quickly and easily in new towns; to talk to others easily, on a one-to-one basis or as a group; to recognize the needs of the Army and the needs of the prospect and to employ sales techniques to satisfy both.

"Applicant must be willing to work long or irregular hours and to cover large areas effectively. He or she must be willing to go to great lengths to become a respected, helpful figure in his area communities.

"Applicant must not only be sold on the Army but must also be ready and willing to relate personal experiences and benefits he has received from the Army.

"Applicant must be determined not merely to succeed but to excel! Army provides transportation, sales and information films, literature handouts, promotional giveaways, fair and convention displays and assistance, national and local advertising and public relations campaign.

"Applicant should be determined to serve the best interests of the Army and the prospect while continuously working to better himself and his career.

"Others need not apply."

SSG Epting checks his recording level as he prepares to cut a series of public service spots at KHBM AM&FM of Monticello.

Recruiting for the U.S. Army

SSG Tom Epting of Monticello, Arkansas readies paper work before sending the applicant to Little Rock for final processing.

The abilities listed on the preceding page are those SSG Tom Epting of Monticello, Arkansas uses when he leaves home at 6 A.M. to pick up applicants from the far side of his area and brings them back to be tested. He draws on his professionalism as he plans the day — how to turn a coffee break at a local cafe into a public relations venture by making sure he speaks to everyone he knows. For SSG Epting, speaking to everyone who knows *him* could be a full time job. "I believe every recruiter should take an active part in his community," SSG Epting said. "I try to know everybody. I drink coffee with them; I hunt with them; I spend my money with them and they all call me 'Tom.'

"I've found that I have to plan my day doing the things that are the most productive. I guess everyone does, and everybody's plan would be different. I always try to center my work around the people of my area. I work hard and a lot of times I leave the house before daylight and return after dark. Believe me it's worth it. I put people into the Army . . . a lot of people.

"After our testing was over this morning I had to meet with an applicant's parents and explain that he made a passing over-all score on his test but that he couldn't be enlisted because he didn't make any 90's. I went through very carefully and assured the applicant and his parents that we would make every effort to retest him at a later date."

SSG Epting had made an appointment with radio station KHBM AM & FM in Monticello to come by after lunch and record new public service announcements.

"This radio station is great," SSG Epting explained. "It's not only automated but computerized. Ray Dawson is the Chief Engineer, and he's taken great pains to explain to me in detail how it works."

Staff Sergeant Epting did indeed visit KHBM. After recording his spots he made a quick jog by the local motorcycle shop and spent a few minutes talking to the mechanics in the back about "fixin." On his way out he took time to speak to the owner's wife; comment on their trophies; and look at her snapshots of her 14-year-old son's latest motorcycle race.

After leaving the cycle shop he went immediately to the test site to pick up his two applicants and their scores and started back across his two counties to take the applicants home.

"I'll get home before dark, I think," SSG Epting said.

Sergeant First Class Bob Connel of Marshall, Texas, operates a one-man recruiting station in his home town.

"I like to spend as much of my time as possible prospecting," SFC Connel said. "Every day I have to split my time between my office and the field. That's the bad part of a one-man station. When you leave the office to see an applicant or whatever, the U.S. Army Recruiting Station is closed.

"I get leads in several ways. Today I'm going to start on this list of high school seniors. I'll call and try to make appointments with them and their parents. At 10 this morning I'm scheduled to give a presentation to the eighth grade class at the junior high school.

"Sure they're too young to enlist, but I'm planning ahead. Today the kids will ask questions like 'Have you ever been shot?' or about my uniform, but I'll be able to spark an interest in the Army that will grow from year to year with continued exposure.

"Of course, since we work on weekly objectives, I do a lot of on-the-spot recruiting. I don't have many people just walk into my office and beg me to put them into the Army. I do plan ahead for my objectives by using the Delayed Entry Program (DEP) as much as possible. Today I have two applicants testing in Shreveport. One of them will go in tomorrow, if all goes well, and the other one will DEP for active duty in about 7 months. I know each week how many DEPs I have and I work from there.

"Except for my school talk, today is going to be an office day. One girl I enlisted is home on leave from Fort Hood and she called yesterday and asked if I had any female prospects that she could help me with. She's coming by this afternoon to get a couple of names and she'll go by and try to answer their questions.

"I work alone and I enjoy it. To be successful in a one-man station you have to be able to run your life day by day and at the same time plan ahead. Today I have a lot of paperwork to do. After I finish, I'll study . . . . Y'know, I go to college two nights a week."

SFC Bob Connell of Marshall, Texas, emphasizes the importance of finishing school before enlisting in the Army in his talk to the eighth grade class at Marshall Junior High during a presentation requested by the school.

Recruiters' wives talk about recruiting

The good, the bad, the different

"We've become part of a community that doesn't 'rank' your husband based on what he wears on his sleeve."

"We have over three years' equity in the house we bought, and we'll have much more before we leave."

"This is the first time we've been *really* stabilized at one place in the United States."

"The 'farmers market' in town has fresher fruits and vegetables than any commissary I've seen. And the prices are as good."

"We made arrangements with a rancher south of town to buy half a beef to fill our freezer. Price was as good as at any commissary."

"Sure, we miss the commissary, but by careful shopping, we're able to make out OK."

"My husband is happier when he's given a mission to complete and is then left alone to do it."

"This is the first time my husband has had the chance to make it or break it all on his own, without anyone breathing down his neck. That's something new in the Army."

"Our children will be starting their fourth year in the same school system in the fall; for us that's unusual."

"We've been here long enough to really become part of this community, not transients as we had been in 'military' communities."

"Our house is our house, and we don't have to ask anyone if we want to make interior or external changes. We can have the inside or outside painted any color we want."

"We like being away from the businessmen who prey on soldiers."

"Some people may knock it, but the PX usually has better prices than most other stores."

"If we didn't have the commissary, we figure our food bills would increase about 20 percent."

"We figure that government quarters on post save us about $150 a month. In exchange for my husband's forfeiting BAQ, we get a duplex, no utility bills and no maintenance costs."

"When you live in a military community, you're immediately accepted, and everyone knows the problems you had to put up with when you were stationed overseas. The neighbors have been there too so you immediately have a common bond."

"We've never been to a post where we didn't meet someone that we knew from a previous assignment. That's fun."

"If you have a medical emergency, you know exactly where to go, the hospital emergency room. There's no hassle about 'Do you have Blue Cross?' or 'No, we don't participate in CHAMPUS.' Your Dependent ID card is all that's necessary to get treatment."

"My husband has an 8-to-5 job, five days a week. We can plan our daily activities, and weekend activities around his schedule and know that very seldom will there be any disruption."

"Our children have lived on two continents and in all four corners of the US; in a military community they will meet other children with similar backgrounds. That helps in getting acquainted."

"I think we would find it difficult to get along in a community that wasn't military-oriented."

"Army recruiting is the most different and unusual job my husband has ever had."

"If someone says, 'I saw a young woman in the car with your husband,' I know my husband is doing his job."

"Recruiting for the Army isn't an 8-to-5 job. There are days when he is gone at 5 a.m. and doesn't return until 10 or 11 p.m."

"There is no job in the Army that is as fulfilling to my husband as that of a recruiter. He is a successful recruiter and his success breeds more confidence and success. It's not like being a supply sergeant or an admin supervisor."

"Sometimes recruiting success is easy and sometimes it isn't. The big thing, though, is that he can be sure he won't be doing today the same thing he was doing yesterday."

"There are times when you can help your husband the most by being his office assistant and 'girl Friday.' If that's what he needs, that's what you have to be."

"Although he wasn't in the beginning, my husband found out that a recruiter has to be a 'self-starter' if he is to make objective."

"If recruiting were a paper-shuffling job, my husband wouldn't be happy. He needs a challenge that he can take personally for him to work to his capacity."

"Recruiting is like no other job in the Army."

So you want to wear the recruiter badge....

By LTC PAUL McCARTHY
Chief, Military Personnel Div.,
HQ USAREC

It takes a special soldier to wear the recruiter badge. Finding special soldiers to fill the ranks in USAREC's more than 6,000 Army recruiter force presents a unique challenge to the Army today — because not everyone can QUALIFY.

Army recruiters are all volunteers, like the Army they serve. That's the first prerequisite through the hurdles leading to award of MOS OOE. But there are plenty of other considerations that influence selection, both objective requirements and subjective evaluations, like a volunteer's motivation, attitude, personality, salesmanship potential, creativity and maturity.

Some of the objective requirements are:

- Age 21 through 35. This criteria is waiverable at either end of the scale for otherwise outstanding volunteers.
- Grade E5 through E7. Though grade requirements are waiverable, the current USAREC strength posture and personal financial considerations generally preclude accepting E4s. NCOs in grade E7 with more than three years in grade are not normally accepted for recruiting duty; many get promoted quickly and are forced into E8 duties in USAREC without a sufficient experience base to handle requirements.
- GT score of 110 or higher, waiverable to 100.
- Valid civilian driver's license — an absolute requirement for recruiters — along with a good driving record.
- High school diploma or equivalent.
- Favorable military record with no recent or repetitive record of infractions of discipline.
- Financial stability is another absolute. Many recruiters live and work away from military facilities (PX, commissary, military hospitals) and have to be prepared for a higher cost of living. The reputation of recruiters and the Army is so valuable in the civilian community that USAREC can't afford to accept people with actual or potential indebtedness problems.
- Outstanding soldierly appearance, with emphasis on weight. People overweight by the standards in AR 601-1 should get their weight down before applying for recruiting duty.

Interviews

Still in the running after those hurdles? If so, you're ready for interview by a USAREC board consisting of experienced officers and seasoned recruiters. They're looking to see how you express yourself, your motivation for recruiting duty, your personality and bearing, your belief in a military career for yourself and military service for today's youth. They know what characteristics successful recruiters have and will measure you against those standards. They'll probe your financial background and personnel records. If you're married, they'll ask about your wife and family and will gladly talk with your wife, if she can join you for the interview. Recruiters need the total support of their families. Boards are interested in your military experience and progress as shown by grade progression, MOS test and efficiency report scores. Interviews average between 20 and 30 minutes.

Think you can make it? The records show it isn't easy. During 1975 USAREC recruiter selection teams accepted only 22 percent of all the people who volunteered. It's tough, but otherwise you couldn't be proud of your selection.

If the board approves your application, it goes to Headquarters USAREC at Fort Sheridan. There it's double checked and cleared with your career branch in MILPERCEN. The next stop is recruiter training at Fort Benjamin Harrison. Those who successfully complete the training are then assigned to USAREC. Those unable to complete the course (about 15 percent) are returned to their units. Your training normally follows selection by two to six weeks unless you are overseas. People overseas are trained as soon as possible after reporting to USAREC.

Assignments

You choose from available vacancies in USAREC across the United States. If you're interviewed by a USAREC selection team and accepted, you'll have an assignment on the spot to one of 64 district recruiting commands that dot the United States. Your final station assignment (for example Dallas DRC with duty

station Wichita Falls) is determined during your third week of recruiter training.

For other volunteers, mainly those stationed overseas, you let USAREC know three states of choice. The Command looks at vacancies and negotiates your assignment with you. You report to your USAREC duty station first, then go to Fort Harrison for training.

How to Volunteer

There are three ways to join the USAREC team:

- Field Selection. USAREC teams travel throughout the United States and Europe to interview prospective recruiters: watch local information media for their scheduled visits. These teams take care of everything for you. All you need to do is volunteer and report to the team's location for an interview.
- Reenlistment. You can exercise a reenlistment option for recruiting duty. See your career counselor for assistance in determining reenlistment eligibility. He will set you up for an interview by a board and negotiate your assignment in coordination with MILPERCEN and USAREC.
- Voluntary Application. You can volunteer anytime, anywhere, for recruiting duty. The best place to start is with your unit clerk, PSNCO or personnel office. Refer them to AR 601-1 which lists all the details on how to apply.

Questions

Still interested in volunteering to be an Army recruiter? Write to Headquarters USAREC, Attn: USARCRFM-MP-D, Fort Sheridan, Ill. 60037.

If you think you're that special soldier mentioned earlier — and you meet the qualifications listed — and are confident that you can convince an interview board that you have the ability to successfully sell the Army — and your family supports what your doing — and you can handle four weeks of challenging training — recruiting duty might be for you.

More on recruiter selection

International recruiting? "Why not," said HQ USAREC personnel managers, and — lo — a European recruiter selection team was added to the existing CONUS team. Both teams are now operating at full speed.

Europe

Major Lee Roy, a USAREC veteran from HQ Southeastern Region, the Chicago District Recruiting Command and the CONUS selection team, heads the European team. His principal assistants are SFC David O. Bunch, formerly of the operations shop at the Chicago DRC and SFC Jack Yowler, who handled USAREC recruiter assignments from both Hampton, Va., and Ft. Sheridan, Ill., before his PCS to Europe.

These experienced professionals have an office in the DCSPER building of HQ US Army, Europe — but they're never there! They travel regularly to principal troop concentrations in Germany to screen and select overseas returnees for recruiting duty.

Who helps this small contingent with their mission? Major Roy reports that the reception from USAREUR commanders has been most favorable. And the recruiter's counterpart, the career counselors in Europe, add their full weight to the effort.

These counselors, led by SGM V.R. Whitmore from MILPERCEN Europe, help sell recruiting by getting the word out concerning team visits and selection criteria. Sergeant Major "Smiley" Moran, the senior career counselor in the Third Armored Division (formerly Command Sergeant Major at Northeastern Region) sums it up this way: "Relationships couldn't be better. Europe has quality soldiers that are interested in recruiting duty; and the USAREC team can help our reenlistment program — career and first term."

CONUS

Major Clancy Matsuda, who has served in both Recruiting Management and Advertising and Sales Promotion in HQ USAREC, leads the CONUS selection operation. Working with him are two veteran recruiters: MSG Jack Lamantea (who came to the team via the Pittsburgh, New Haven and Niagara Falls DRCs), and MSG Bill Rice, a USAREC institution with Philadelphia, Honolulu, an instructorship at the recruiting school and Recruiting Management in his background.

Master Sergeant Lamantea, a former area commander, knows the qualities recruiting demands and won't settle for less. Master Sergeant Rice, with the team for more than two years, finds great satisfaction in selling recruiting duty to volunteers at virtually every CONUS installation. "I'll tell anyone," he says, "that USAREC has the best quality soldiers from every career field in the Army — and the selection team intends to maintain that standard of quality."

So — CONUS or overseas — Ft. Bragg or Baumholder — USAREC recruiter selection teams "Provide the Strength" for a total volunteer force of 6,000 quality Army recruiters.

Dear Recruiter Candidate,

Congratulations on your selection to attend the Army Recruiting and Career Counseling Course.

I refer to you as a "recruiter candidate" because course is an extension of the recruiter selection process. You will attend the course in a TDY status from your current unit.

First, a bit of administrative information that you might find helpful. The course is twenty-six days long. You should arrive at Ft. Benjamin Harrison on Sunday, process in on Monday, and graduate on Friday morning four weeks later. While here you will be billeted with your fellow class members in a contract motel. Since the motel is considered government quarters, you will be paid two dollars a day per diem. You pay for all meals except the regular duty day noon and evening meals which are provided by the consolidated dining facility.

Travel and per diem are paid after completion of TDY and return to your unit. Bring enough money to defray your expenses while here; I suggest about $150.

If you arrive by plane you should use the airport limousine service to get to Ft. Harrison. It costs about twelve dollars and fifty cents as opposed to a taxi which may cost as much as twenty dollars. Transportation to and from classes is furnished by a Ft. Harrison bus. Class A uniforms are worn in all classes.

That covers the administrative items so now let's look at the course itself. Former students have told us that we have one of the best and most challenging courses they have ever attended. It was purposely designed as such. There is absolutely no open time, and homework assignments are demanding. The first three weeks of the course consist of academic instruction with emphasis placed on performance-oriented workshops.

Major subject areas taught include prospecting, enlistment eligibility, Army benefits, sales interviews, and telephone techniques. Introduction and foundation information in each major subject area are presented by conference and account for about half of the academic instruction. The other half consists of small group workshops with students involved in performance-oriented case studies. All academic instruction will be presented by an instructor team of former field recruiters now teaching at the school.

Your progress will be evaluated by the team and specifically by the team member assigned as your small group instructor (facilitator). Examinations are performance-oriented also; that is, you must demonstrate your ability to apply what you have been taught. For example, in the second week examination you will be required to use correct telephone techniques in applicant prospecting.

The recruiting exercise, RECEX, is the final examination in the course. It runs four days. During that time you will be placed in a mock recruiting station to perform the duties of a recruiter. There your performance will be observed and evaluated by a member of USAREC, who is also a former recruiter. In RECEX you will tie it all together by prospecting for applicants, conducting sales interviews with applicants, determining applicant eligibility for enlistment, and assembling the enlistment packet for each. You will also perform recruiting-related duties such as planning a high school career day presentation, purifying high school lists, maintaining your prospect card file, and researching other service enlistment programs.

The facilities and equipment used in your training are first rate. For instance, closed circuit television is used to record each of your sales interviews and a cassette tape recorder is used to record your telephone prospecting exercises. These devices enable you to review your own performance after each critique and provide your facilitator the tools to assist you in improving your skills.

That sums it up. If you have any questions, call me at the USAREC Liaison Office at Ft. Benjamin Harrison. The number is (317) 542-2366 or Autovon 699-2366. We look forward to seeing you.

Sincerely,

Mead R. Bramlett

MEAD R. BRAMLETT
LTC, INF
USAREC Liaison Office

QIPS: The Recruiter's Unique Incentive System

By CPT DANIEL D. NETTESHEIM
Recruiting Force Management Directorate

High professional competence and performance = incentive awards and recognition. For only one soldier in the Army does this formula hold true on a DAILY (not annual or end of tour) basis — THE ARMY RECRUITER.

The basic concept behind this phenomenon is easy — it's QIPS (Qualitative Incentive Procurement System). Under QIPS enlistees translate into QIPS credits — the higher an accession's education level, the more quality credits he's worth; the more important he is in filling critical skills and quantity goals, the more bonus credits he's worth.

Credits are accumulated by the recruiter who earns awards as he passes certain milestones. The recruiter badge itself is an integral part of the system. Gold achievement stars on the basic badge and the coveted gold badge indicate to commanders and peers alike a recruiter's level of achievement. The incentive program has been modified to reinforce the weekly accession system. Its cornerstone is quality recruiting in sufficient quantity and skill distribution to meet the Army's needs.

So much for basics. Let's briefly look at the past, present and future of QIPS — focusing on questions frequently asked by the recruiters in the field.

We'll start with the first 18 months of QIPS. Over 2000 CG Trophies now adorn the mantles, trophy cases and desks of recruiters around the country. How about gold badges? Over 800 recruiters have switched from silver to gold; this is particularly impressive considering the gold badge is a 2-year award. A few months ago the gold badge recruiter was a rare bird. Now visitors to some of the subordinate commands wonder if the basic-issue badge has been changed from silver to gold!

What about "worst-casing" it? Can a recruiter in a low-producing DRC earn a QIPS award? In December we surveyed three of the lowest producing DRCs in USAREC.

Eligible	—	154
1st Gold Star	—	50
2nd Gold Star	—	29
3rd Gold Star or higher	—	17

Almost two-thirds of the eligible participants had earned an award. Even this figure is conservative because a number of those who had not earned an award had only been on production a few months.

So much for QUIPS' past. What about now? How do QIPS credit levels translate into number of accessions under the present system? Consider that hypothetical soldier no one in the Command ever sees, but everyone hears about: USAREC's Mr. (Mrs. or Ms) Average Recruiter (UMAR). To be a 100 percent production recruiter, UMAR must get about three accessions per month. Figuring each accession to be worth the average QIPS quality and bonus credits of a first half FY 76 accession, this is about 75 percent of the rate a recruiter must sustain to earn a gold badge: in other words, gold badge recruiters recruit about one more person per month than UMAR.

What's currently available after the gold badge? This is most easily answered in matrix form:

AWARD	MONTHS	CREDITS
1st Sapphire Ach. Star	30	1000
Member CG Rctr Advisory Council	36	1200
Sedan Decal	36	1400
2nd Sapphire Ach. Star	42	1600
Member Sec Army Rctr Advisory Council	48	1800
3rd Sapphire Ach. Star	48	2000

What about future trends? Recruiting is a dynamic business; markets and requirements are constantly shifting. An incentive system which supports such a business must be flexible. At the same time, the framework of the basic system must remain constant so that it is clearly understood down to the grass roots level. In the short term, look for more use of GETEM and Flexible Bonus Credits to reinforce such areas as DEP and skill distribution. In the longer term, watch for more extensive revisions to better align QIPS with future trends in mission and environment. In short, we might start thinking of QUIPS as *Q*uality/*Q*uantity *I*n *P*roductive *S*kills.

On the procurement side of the system, the trend is toward decentralization to reduce the time between eligibility attainment and award presentation. Consideration is being given to having regions, rather than HQ USAREC, procure even CG Trophies after 1 July 1976.

That's it. A special incentive system for a very special soldier — The Army Recruiter!

What Would You Have If There Were No Logistics? Nothing.

By DEBBIE GORMAN
Editorial Assistant, R&CCJ

Logistics? As boring as Resume Speed, Texas, on a Saturday night; as dull as attending a party in your honor and being the only guest; as humdrum as a second rate novel? Maybe, but think where recruiting would be without it.

No sedans or vans or rubber bands. No desks or chairs or filing cabinets or RPI or flag stands, which is just as well because there would be no office. Actually, all there would be is a recruiter.

Imagine trying to put someone in the Army with no station, no microscopes, no travel agents, no typewriters. The picture is not very pleasant, is it? Perhaps the logistics operation gets little interest because many folks are not sure what it is or does and think it is always there when needed.

In comparison with other logistics operations throughout the Army, USAREC's logistical support is really unique. What else covers a territory from Europe to the Caribbean, across the United States to the Pacific islands? USAREC includes more than 2000 separate facilities.

What other command is as visible to John and Mary Public? Every time an Army sedan chugs down a city street or a recruiting station opens its doors, the people are watching.

USAREC, because of its nature, cannot support itself, but depends on help from its friends. For example, recruiters need transportation, yet the Army owns only a fraction of the autos used and has no gas pumps. The Command is authorized to serve meals, but has no cooks. In spite of all the various and expensive equipment needed to recruit one person, USAREC cannot directly procure.

Instead, recruiters depend on the General Services Administration Interagency Motor Pools for sedans, maintenance and gasoline, the Military Traffic Management Command (MTMC) for arranging transportation routes, the US Army Medical Materiel Agency, the Defense Supply Agency, TRADOC and FORSCOM installations, the Corps of Engineers, and installations of other military services for supply, services, and procurement operations. And the list doesn't end here.

Logistics is part of almost every operation, either directly or indirectly, that takes place in the Recruiting Command.

For example, it was previously stated that USAREC does not have the power to procure. So how does a DRC get what it needs? The DRC and AFEES commanders negotiate a support agreement with a nearby post or military installation, or federal agency. Support agreements vary, depending on whether the DRC or AFEES is located on or off the installation, to cover such services as computer support, supply, repair of office machines, procurement, emergency fire and police service, photographic support or janitorial services. For some of these services, USAREC must reimburse the installation, while for others they do not. The almost 300 documented support agreements must be reviewed and updated on an annual basis.

What are some of the other areas in which Logistics dabbles?

For one, they are responsible for keeping tabs on the property owned by the Command. There are 138 property books, representing 50 million dollars worth of items among the RRC, DRC, AFEES, Support Center, headquarters and the USAREC flight detachment. Everything valued at more than $50 (and a few things at less) is included. That means everything from fans to desks to magazine racks to service flags. Each year a supply review team visits each property book activity to assist the supply personnel in correcting errors in entries, unauthorized property, misinterpretation of regulations and correct use of items.

Procurement also falls under the realm of logistics. Even though headquarters cannot actually contract or even make contact with vendors, it can advise and answer questions. This service becomes particularly important when you consider the complex procurement involved in the feeding and lodging of all services' accessions processing through an AFEES.

Whenever an applicant enters the AFEES, regardless of sponsoring service, the Army is responsible for their meals and lodging, when necessary. To make this as easy as possible, AFEES commanders, through their supporting contracting officer, contract with local restaurants, food chains and hotels for service.

During FY 75, 1.9 million meals were served to military accessions

If There Were No Logistics? Nothing.

as part of the Red Carpet treatment. DA regulations have, in the past, set precise specifications for each meal, down to the number of ounces of meat. However, that is changing in hopes that the program could become more cost effective.

Commanders, through regular procurement procedures, contract with restaurants, often paying a flat fee for each meal. However, most of those taking advantage of the service are not eating as much as the Army is paying for, so it is hoped that soon commanders can negotiate to pay for only what the applicants eat, perhaps adding a percentage to cover administrative costs.

Recently, AFEES commanders have been allowed several different contracts for messing services. Breakfast could be contracted in conjunction with lodging; lunch can now be of the short order variety or a box lunch. Dinner could be brought to the AFEES by caterers. It will not be unusual to find a kitchen built into new and renovated AFEES, with contracting limited to providing the food and serving it.

Many folks, particularly those outside the Command, may wonder why the Army is involved in the hotel business at all. The answer is simple. Particularly in the less densely populated areas, a return trip from a distant AFEES could take six or more hours, getting the applicant home in the wee hours of the morning. Safety dictates waiting until morning before beginning the trek homeward. Or, many times, travel arrangements to the reception station are such that accessions must wait until the following day to catch a plane or bus. In all, 577,000 nights lodging for all four branches of the services were provided in FY 75.

Like messing, there are requirements as to the minimum standards for lodging facilities. For example, lodging should be within walking distance of the AFEES, or transportation must be provided. If there are no hotels within the area that meet the quality requirements, then unfortunately, USAREC must make do with what is available. In the past, men and women were required to be housed in separate places. However, in recent months, it was determined that while separate hotels may not be necessary, separate rooms still are.

And now to a logistical area that is near and dear to the hearts of recruiters everywhere — vehicles.

Most of you realize that the greatest percentage of vehicles used by USAREC are leased from GSA — 4,769 to be exaxt. The Army owns the remaining 609 used in recruiting and AFEES operations, making for a total proposition of about $11 million annually. The average mileage put on the vehicles is 18,000 miles per year.

For those driving GSA autos with 60,000 miles on them and which are more than five years old, you could be in line for a replacement. In April and May of 1976, replacements will be distributed by GSA for those vehicles that cannot be repaired economically and those that are over-age and over-mileage.

The Army is "self insured" in the case of a recruiter having an accident; that is, the Army pays GSA for repairs out of its own pocket. However, recruiters can be held liable if they are found to be negligent or using the vehicle in an unauthorized manner.

That brings us to the subject of "domicile to duty" privileges. The word **privilege** cannot be emphasized too much. Revalidated on an annual basis, vehicle use is currently restricted to field recruiters, MET teams and area commanders, and only when official business warrants government vehicles being out after hours.

Someone may wonder "why all the fuss over the use of vehicles?"

Cost and the taxpayer's dollars are at least possible reasons. The Recruiting Command alone uses more than 500,000 gallons of gasoline monthly, paid for by the government. During the 73-74 energy crunch, the Command received a record number of Congressional investigations dealing with vehicles. Civilians reported Army vehicles exceeding the speed limit or drew the wrong conclusions when they saw Army vehicles parked at the local high school for a basketball game.

Getting recruiters where they have to go isn't the only transportation the logistics people have to worry about. Accessions from all services have to get to reception stations and applicants who aren't enlisted must get home. More than 440,000 people were moved in FY 75.

Nothing.

To do this, USAREC must work with the Military Traffic Management Command and commercial transportation companies — airlines, bus, or rail — to negotiate rates and determine routes for moving people to their next destination.

Another problem putting gray hairs on the heads of logistics people is housing for USAREC personnel. Leased housing is not just for recruiters, but for any DRC, RRC, AFEES or headquarters staff member who meets the requirements. More often than not, USAREC people are stationed apart from an Army post and are deprived of the convenience of on-post housing. The leased housing plan was devised to help those away from "home" to find a dignified place to live, by providing extra funds above what they can pay out of their own pockets. The maximum sum that can be paid for family housing, including all services and utilities, is $325. The average cost for all units, however, cannot exceed $245.

The command is authorized 1900 leased family units and 640 bachelor units. At present, Uncle Sam has signed about 1500 leases for family dwellings and almost 500 for bachelors, with about a third of the bachelor quarters leased for women.

Members of the Army occupy most of this housing, with the rest going to other service members working the AFEES side of the house. All are enlisted personnel, with the exception of eight second lieutenants and three first lieutenants. Leased dwellings are distributed unevenly, in line with requirements, with 137 leased in California to 45 in Missouri to 14 in New Jersey to 1 in Puerto Rico.

If a USAREC member is assigned in an area near a military installation, he may be allowed to live on post if housing is available, with the permission of the commander.

The key is to look up the unit housing representative for your organization when you hit town. He will give you advice on how and where to get leased housing.

In yet another area, logistics is involved in the renovation and relocation of the 66 AFEES that are presently operational. Some of the interest involves allocating funds for minor renovations such as carpeting or moving a wall. When funds are available, such renovations can be done easily.

The relocation of an AFEES is quite a different story. Each AFEES is rated as either in good condition, satisfactory condition, marginal condition or below standard.

In cases involving privately-owned buildings, the process goes something like this: USAREC initiates requests through HQ & DA and DoD to obtain Congressional approval, and then, working through the Army Corps of Engineers, finds a suitable new location. USAREC draws a floor plan, determining how the AFEES will fit into the space of the new building, what renovations will be needed, types of flooring or walls desired, and so on. Next, the building owner must determine what the renovation will cost, and comes back to USAREC, through GSA and engineer channels, for approval and funding. It is up to the building owner to get an architect and move the project underway. The only thing left for USAREC to do is move in.

Similar procedures are followed in cases where AFEES are located in federal office buildings or on military installations.

In the same vein, the logistics directorate also manages the recruiting facilities. There are 1638 recruiting stations, 262 area commander offices, 64 DRCs and five regional recruiting commands.

There is a continuing need to set up new stations as well as improve old ones, relocate those in basements, those with bad street exposure and move stations from older buildings that are inadequate or in undesirable locations. A change in recruiter strength can also determine a need for a bigger or smaller office. The moving of a station is done in conjunction with the Army Corps of Engineers, using their funds rather than USAREC's.

A DoD Occupancy Guide determines what the space allowance should be for a one man station, a two man station and so on up the line. It also gives guidelines for storage space, display areas and reception areas.

So you see, in spite of the low profile logistics assumes, USAREC just couldn't get along without it. When support is not available, the dull subject of logistics becomes very interesting indeed.

Field File

ON TARGET community involvement is what **Staff Sergeant Dale J. Spannbauier** gets from his hobby. The Milwaukee recruiter gets into the community by teaching archery.

He started teaching archery in Turkey in 1974. At the time he was helping with the American dependants swim team. The coach of the swim team knew that Spannbauier was skilled at archery and asked him to teach it to the team.

SSG Dale Spannbauier demonstrates his "on target" skill in archery.

He first became interested in archery through his wife and has now been practicing for 5 years. After developing his skill in archery he taught it in Turkey for five years. The Turkish people who were interested in learning archery from him inquired of his teachings through a local rod and gun club and became students of his.

A good part of the reason for his success as a recruiter has to do with his hobby. While teaching archery he has become acquainted with many members of the community, learned their interests and abilities in talking with them and working with them, gained a knowledge of their personalities, and presented a positive image of the Army.

"I enjoy recruiting," says Spannbauier, "It offers better rank and pay and besides, it's a challenge." (Mrs. Alice J. Sojkowski, Milwaukee DRC)

QUICK FIRST AID actions by a veteran Army recruiting sergeant and an applicant on his way to enlistment in the Army have been credited with saving the life of a western New York man badly injured in an early morning automobile accident.

The men whose actions saved a life are **Staff Sergeant Patrick Reddy**, Niagara DRC and **Private Warren Barber** of Tuscarora N.Y.

Staff Sergeant Reddy and Private Barber were driving to the Buffalo Armed Forces Entrance and Examining Station, where Barber was slated to be enlisted into the Army. They noticed a car which apparently had skidded off the road into the ditch. There were no signs of life but, just in case, SSG Reddy stopped. He found the man inside the car, unconscious, bleeding and half covered with snow. The two men freed the victim from the car.

Due to the cold and the remote location of the accident, the two men decided that it would take too long for an ambulance or any other assistance to reach them so they carried the man on a blanket to the car where Reddy applied emergency first aid. The two then headed for the nearest hospital, which was over twenty miles away.

They helped remove the still unconscious man into the emergency room at the hospital before continuing the trip to Buffalo.

The attending physician later attributed the saving of the man's life to Reddy and Barber. (Niagara Falls DRC)

MAKING HEADLINES in the high school newspaper where your main recruiting is done should be all that any recruiter could ask for. That is exactly what happened to **Staff Sergeant Cal Posner**, Santa Ana DRC. After a talk at Saddleback High School, the most asked question was about "in-processing".

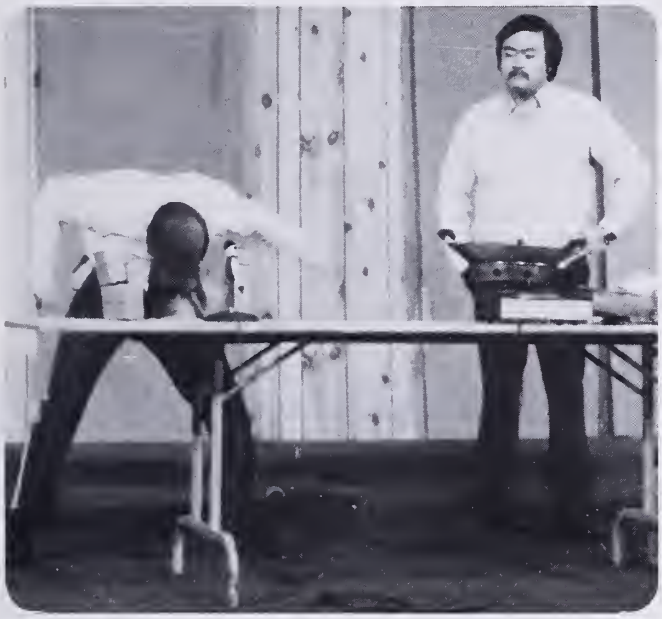
Posner decided that it would be a good idea to have a couple reporters from the Saddleback "Roadrunner" (the high school newspaper) nearby when he answered the questions. The faculty advisor agreed that it would be a good project. He obtained the release of two journalists from class for a day to go to the Los Angeles AFEES and find out what goes on there. Five applicants, all from Saddleback High School, agreed to participate.

When the next issue of the "Roadrunner" came out, Army recruiting had a full page. There were four articles, three photographs, and an Army poster covering the entire page.

One article on that page was an interview with a former Saddleback graduate who said he had gotten a bad deal when he enlisted. The "bad publicity" seemed to have very little, if any, effect on the recruiting effort, however. When Posner's DEPs returned to the high school campus they collectively sent six referrals to the recruiter. Out of these people four enlisted at the time and two are now testing. (Ron Van Dyck, Santa Ana DRC)

PROJECT "A"-Head is what **Staff Sergeant Thomas R. True** uses in his hobby, one of the martial arts, Karate.

Sergeant True, of the recruiting station in Snyder, N.Y., was invited to demonstrate his Karate skills on a local cable TV station. He was the guest of **Richard Leong**, a Chinese restaurant proprietor, who hosts a weekly program called, "Cooking the Taiwan Way with Richard Leong."



Using his head to get the maximum use of media time is what Staff Sergeant Thomas R. True is doing, demonstrating Karate on local cable television.

True, who holds a black belt in Karate, showed Mr. Leong and his viewers how to employ the Karate techniques. True first became interested in Karate 10 years ago, while serving in Germany. As a result of his TV appearance, SGT True has received many invitations to perform at various functions in the area. (SSG Lloyd E. Young, Niagara Falls DRC)

FEAR OF THE UNKNOWN has always been one of man's basic fears.

That is why Kansas City DRC decided to do something to help relieve the Army applicants' apprehension. **Lieutenant Colonel Robert A. Wolfe** had the A&SP division make up a booklet explaining the whole day at the AFEES. The booklet included candid photos of the physicals, mental test, recreation available, and even the hot meal provided at lunch time.

A list of do's and don'ts were added so the applicant would know exactly what to bring with him. The people at Kansas City feel the less nervous the applicant is about things the better he will come out on the tests, both mental and physical. (Mae Davenport, Kansas City DRC)

A 15 FOOT MURAL is something people might expect to see in a modern art gallery, but in a Bellingham, Wash., recruiting station?

One wall of the office has become a montage, with scenes of infantry, armor, artillery, air cavalry, rangers and paratroopers. "It's a great piece of artwork and just naturally leads into discussion of combat arms," says **Sergeant William B. Bangs** of the recruiting station.

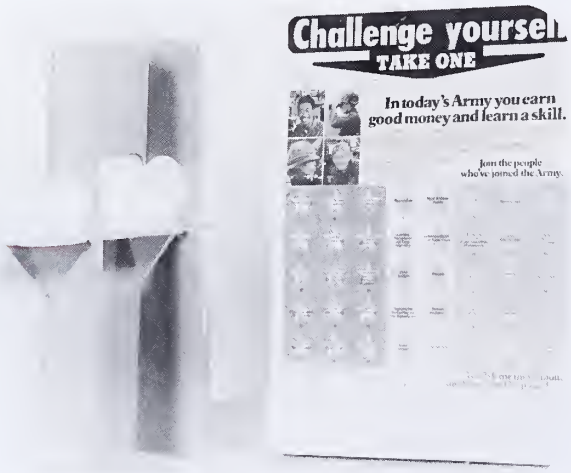
Both Sergeant Bangs and **Sergeant First Class Howard E. Fleck**, also of the Bellingham station, decided they needed something to brighten up the office. When local artist **Cindy Raines** dropped by the office, the topic eventually got around to the drab walls. Cindy agreed to paint a combat arms scene.

Bellingham, Wash., artist Cindy Raines, signs the combat arms mural she painted on the wall of the Bellingham station.

The only unfortunate result was that Cindy decided to go into the Navy's delayed entry program. However, she left the Army a valuable recruiting tool — a salute to COMBAT ARMS. (Michael T. Logan, Seattle DRC)

Field File

WHAT DO YOU DO with a healthy supply of newspaper inserts when you can't afford to have them inserted in the newspapers?



An example of easels and pads designed by SWRRC's A&I division is shown here.

Southwest Region Recruiting Command's A&I shop came up with the idea of having them bonded into a tablet form and mounted on easels. A sign above the pad says "CHALLENGE YOURSELF — TAKE ONE." To negate the Privacy Act the part requiring the social security number was removed.

The easels are designed to be placed in high impact areas such as drive-ins, libraries, fast food establishments, theatres and other recreational areas. (Joyce Lynch, SWRRC)

EMERGENCY TRAINING that I received while in the Army was really a lifesaver," said ex-Army medic **Robert Cottingham**.

A 55 year-old retired Air Force man was attending a class at the American River College in Placerville when he was stricken by a heart attack. Cottingham, who now works in the Veterans Affairs Office on campus, was alerted by two teachers who knew of his Army training.

"When I arrived on the scene he was turning a deep shade of purple. He was not breathing and was unconscious," said Cottingham.

"I used external heart massage and mouth-to-mouth resuscitation to revive him," Cottingham said. "The technique I used is called Cardio-Pulmonary Resuscitation and was taught to me in the Army."

By the time the ambulance arrived the man was conscious, breathing, and sitting up. After a brief stay in a hospital he returned to classes.

If you have ever doubted the Army ad that says "Skills for a lifetime" the next time you see it you'll know it's the truth. (Jim Van Vliet, Sacramento DRC)

THE "USAREC EAGLES" challenge local high schools, faculty or parents teams to a basketball battle of the fittest. The "Eagles" consists of twenty members of Portland DRC and recruiting stations.

The idea originated with **Captain Fred Terasa**, commander of the Portland area and **Sergeant Joe Rudie**, a recruiter at the Hollywood Recruiting Station. Portland's A&SP shop sent out letters to 25 local high schools announcing the formation of the team and asking for invitations to play the faculty and parents teams.

Practice makes perfect for the members of the "USAREC Eagles" basketball team in Portland, as they tune up for the next "cage" contest.

Enough DEP t-shirts were on hand for the team and each team member provided his own white trunks. The team used iron-on patches for names, numbers and the word Army.

The team provides activity, team rapport and contacts for recruiters in some of their best markets. It also lets the community know the Army likes its men to stay in top physical shape.

Even though the "Eagles" aren't likely to challenge any NBA teams, they are always ready and willing to play. (Charlotte Woodward, Portland DRC)

ON ANY THURSDAY you can get a little Army with your noon meal.

Not only can you get the old American favorite of a hamburger, Coke, and a side order of fries, you can also get a generous portion of DEP, UOC, or even Project AHEAD at a fast food restaurant in Effingham, Ill.

Sergeant First Class Charles Green, who on any other day could be found in the recruiting station, has set up a recruiting booth in the restaurant across from Newton High School on Thursdays.

When the residents of Jasper county get hungry, (for a rewarding career that is) they know where to get their meal. (Melani Partain, St. Louis DRC)

SATISFACTION must have been the reason why **Sergeant First Class Billy Wallace's** first enlistee came back for more.

Stephen Dimond was the first person SFC Wallace put into the Army when he began recruiting in West Palm Beach, Fla. When Dimond decided to reenlist for six more years, he went again to SFC Wallace, now the career counselor for the 130th General Hospital in Nuernberg, Germany. (SP4 Gary Watkins, Nuernberg PAO)

"HEY, THAT'S MY HELICOPTER!," said **Sergeant Edgar Stith** when he saw the RPI for the 25th Infantry Division.

SGT Edgar Stith points to his helicopter in the 25th Inf Div RPI.

The helicopter in the right hand corner of the poster is indeed his. He recognized it as his because he was there when the picture was taken.

Stith is now assigned to the Gravious recruiting station in St. Louis and is more than willing to talk about his tour of duty in Hawaii to prospects and fellow recruiters alike. (Melani Partain, St. Louis DRC)

NATIONAL PRIDE went a long way in developing the placemat (pictured here) used at Fort Knox.

SGM Mahlon Westover has designed a patriotic placemat, 100,000 of which have been used at Fort Knox to date.

Sergeant Major Mahlon Westover, supervisor of the post reenlistment branch, designed the colorful placemat, 100,000 of which have been used.

The placemat depicts the United States of America (including Alaska and Hawaii) on a blue background with an American Flag spanning the breadth of the country.

Westover said, "I joined the Army because I wanted to defend this nation and its flag. At that time, I feel, both our country and flag meant a lot more to the people than they do today."

The words on the mat explain Westover's feelings, "This is Mine to Defend — Stay Army." (Sergeant Bob Devoe, Fort Knox)

MR. GLENWOOD WILSON, Deputy City Manager of Phoenix, stopped by the Phoenix Central Recruiting Station one day on his lunch hour to get some literature for his son.

A few days later Mr. Wilson was back at the station with his son, **Glen. Staff Sergeant Darrel Thompson** handled all the explaining of Army programs to Glen.

Before long Glen was back with three of his interested friends. All three enlisted and Glen received the promotion that goes with referrals by a "DEPer."

The moral of the story. "Word of mouth is one of the best advertising tools." In this case SSG Thompson enlisted five men from one contact. (Phoenix DRC)

VOTE '76

Nineteen-hundred and seventy-six? A year to remember (who's allowed to forget it?) But more to the point as far as this article is concerned, 1976 is an election year (and again — who's going to be able to forget it?).

Lots of recruiters and career counselors are stationed in places that are not considered their legal residence and, so, must vote by absentee ballot. Don't let that scare you off.

A little background. The present absentee voting system was initiated on August 9, 1955, when Congress passed Public Law 296: The Federal Voting Assistance Act. This act is unusual in that it only *recommends* that the states take administrative or legislative action to allow those categories of persons covered by the Act to vote by absentee process.

Since the provisions of the act are only recommendations, they have been adopted unevenly by the states. This has resulted in variance among the states regarding the absentee voting rights of persons covered by the act as amended. These persons include:

- Members of the Armed Forces while in active service, and their spouses and dependents.
- Members of the U.S. Merchant Marine and their spouses and dependents.
- U.S. citizens who are temporarily residing outside the continental limits of the United States and the District of Columbia, and their spouses and dependents who are residing with or accompanying them.

While the Voting Assistance Act left some things to the collective imaginations of the state legislators, it *did* create at least one specific: The Federal Post Card Application for Absentee Ballot (FPCA). Because there are differences in the treatment accorded the FPCA from state to state, the laws of each state should be checked to determine exactly how the FPCA may be used. Your voting officer will be able to help you find this information (each DRC and Regional Headquarters has appointed such a person — likewise each Army unit).

By way of illustration, suppose a person who is not registered and is on active duty in the Armed Forces mails an FPCA to the proper election official in his or her state of legal residence (again, the voting officer will have this information). For registration purposes, in some states the FPCA serves merely as a request for state registration forms. Upon receiving these state forms, it is necessary to fill them out and return them to the election official, usually by a time 30 to 50 days prior to an election.

In other states, the FPCA itself is the registration document and it is not necessary to complete state registration forms. Check with your voting officer for further details on the requirement in hour home state.

In using the FPCA you must fill out the form correctly and completely. If election officials cannot read the information submitted or if part of the FPCA is incomplete, an absentee ballot may not be mailed to you. A complete mailing address must be indicated both on the front of the FPCA and at paragraph seven on the reverse.

The following 11 steps explain how to complete the FPCA and each step is keyed to the numbered paragraph on the FPCA. The accompanying diagrams provide you with a sample of a properly filled-out form.

Top line: Fill in state of legal residence.

Line 1. As indicated on the FPCA, cross out two of the three words — "General," "Primary," or "Special" — which do not apply.

Line 2. This should be completed if a state law requires that political preference or affiliation must be shown to receive a primary ballot; the unit voting counselor can determine if the information is required.

Line 3. Self-explanatory: make an "X" in the appropriate box.

Line 4. Complete birth date as shown — day, month, year.

Line 5. Should contain the address within the state where the individual has maintained legal residence.

Line 6. May be used to indicate to the election official any information needed to clarify the use of the FPCA; for example, persons who are using the FPCA to register absentee, if allowed by state law, should write

Primary Elections

June 1/June 22 runoff	Mississippi	May 1/June 5 runoff	Texas
	South Carolina	May 4/May 26 runoff	Alabama
June 1	Montana	May 4/May 11 runoff	Illinois
	New Mexico	May 4	Indiana
	South Dakota	May 11	Nebraska
June 8	California		West Virginia
	Iowa	May 18	Maryland
	Maine	May 18	Maryland
	New Jersey	May 25/June 8 runoff	Arkansas
	Ohio		Oregon

Station Commanders' training ideas

This continuing feature is designed to assist station commanders with their professional development programs. It does not replace district and regional programs, guides and schedules. It is not intended to be a schedule at all; instead, feel free to adapt it to your local needs and situation as you see fit. Be sure to add to the list of references materials you have on hand. We recommend that you clip out these articles and keep them for future use.

SUBJECT AREA	REFERENCES	OBJECTIVES AND/OR REMARKS
How People Buy	Chapter 4 Special Text 12-163	The recruiters know that selling is a single step-by-step plan, the they know the five buying questions, but when they have difficulty getting a prospect to sign the dotted line, the missing answers must be found. Review Chapter 4 ST 12-163.
Recruiting Station Commanders' Handbook	USAREC PAM 600-4	Your *Station Commanders' Handbook* is an excellent reference for whatever may occur within your recruiting station that requires training.
Support of Dependents	Section II, Chapter 5, AR 600-20 and Chapter 13, AR 635-200.	Disciplinary action and/or elimination action may be taken when the failure to provide adequate support is dishonorable and of such a nature as to bring discredit on the service. All recruiters need to fully understand this well-established policy.

OOE quiz

The questions printed below are representative of the inquiries received by this headquarters most recently. Both questions and answers were provided to the *Journal* by Professional Development, Recruiting Management, HQ USAREC.

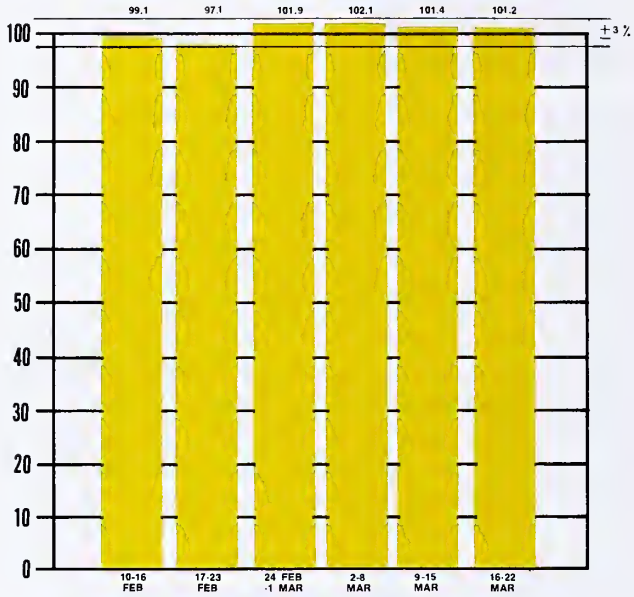
1. What is the waiting period for enlistment processing following civil restraint consisting of confinement of a juvenile or adult for less than 15 days.
2. Applicants who have signified their intention to enlist in the Regular Army may be accommodated at government expenses. What is the maximum number of days allowed at government expense?
3. What is the minimum age at which an NPS female may be enlisted in the Delayed Entry Program?

Answers:

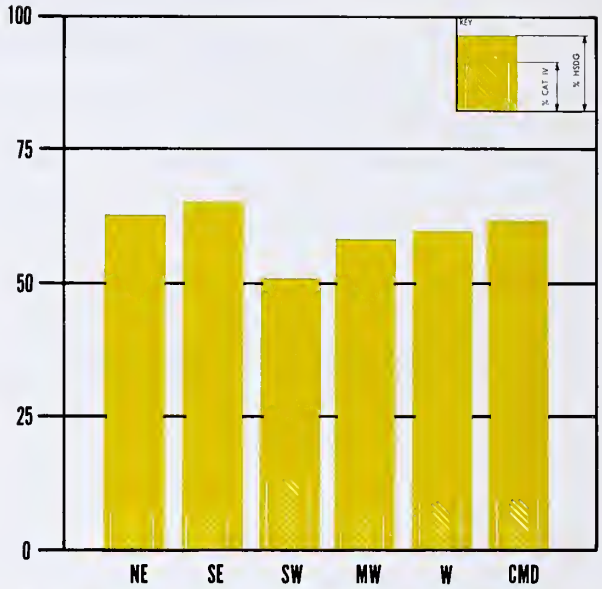
1. Reference: AR 601-210, Chapter 3, Table 3-2, Line B.
2. Reference: AR 601-210, Para 4-18B.
3. Reference: AR 610-210, Rule A, Table 2-1.

Correction: Staff Sergeant Michael Brennan, on a "Forrester's Focus" blank brought to our attention an error in the February "OOE Quiz." Question #1 should have read, "A prior service applicant was *discharged*," not "enlisted." Just checkin' to see if you're paying attention.

Q-2



Percent of weekly objective accomplished for shipping weeks indicated. Mission is accomplished when production falls within the ±3 percent floor to ceiling tolerance.



Percentage distribution of NPS high school diploma graduates and NPS male Cat. IVs by region as of 22 Mar:

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 27 week period 2 Sep through 22 Mar)

27 of 27 Weeks	Atlanta	24 of 27	Columbus	18 of 27	Helena
	Cincinnati		Denver		San Antonio
	Cleveland		Detroit	17 of 27	Los Angeles
	Columbia		New York	16 of 27	Santa Ana
	Concord		Philadelphia	15 of 27	Kansas City
	Dallas	23 of 27	Charlotte		Milwaukee
	Indianapolis		Little Rock		Newark
	Jackson		Newburgh		San Francisco
	Jacksonville	22 of 27	Portland	14 of 27	Amarillo
	Miami		Seattle		Harrisburg
	Montgomery	21 of 27	Houston	13 of 27	Boise
	Nashville		Niagara Falls	12 of 27	Chicago
	Raleigh	20 of 27	Beckley		Minneapolis
	Richmond		Providence	11 of 27	Oklahoma City
	San Juan		Sacramento		Omaha
	Syracuse	19 of 27	Albany		Salt Lake City
26 of 27	Lansing		Albuquerque	10 of 27	Peoria
	Phoenix		Louisville	9 of 27	Boston
	Washington, DC		New Haven		St. Louis
25 of 27	Baltimore		New Orleans	7 of 27	Des Moines
	Honolulu		Pittsburgh	6 of 27	Fargo
				5 of 27	Sioux Falls

QIPS credits/recruit

1.	SERRC	5.421
2.	NERRC	5.344
3.	WRRC	5.175
4.	MWRRC	5.169
5.	SWRRC	5.111
	Command	5.260

QIPS credits/recruiter

1.	SERRC	28.517
2.	SWRRC	19.472
3.	NERRC	18.698
4.	WRRC	17.680
5.	MWRRC	15.294
	Command	19.278

Top 20 DRCs

1.	San Juan	6.049
2.	Honolulu	5.701
3.	Raleigh	5.579
4.	Albany	5.572
5.	Syracuse	5.571
6.	Fargo	5.559
7.	Jacksonville	5.550
8.	Columbia	5.528
9.	Harrisburg	5.503
10.	New Haven	5.482
11.	Atlanta	5.480
12.	Mongtomery	5.463
13.	Miami	5.458
14.	Milwaukee	5.409
15.	Sioux Falls	5.407
16.	Concord	5.404
17.	Pittsburgh	5.383
18.	Boston	5.372
19.	Minneapolis	5.363
20.	Omaha	5.359

Top 20 DRCs

1.	Raleigh	48.902
2.	Montgomery	41.951
3.	Jacksonville	36.607
4.	San Juan	31.277
5.	Columbia	29.639
6.	Honolulu	28.960
7.	Jackson	27.887
8.	Atlanta	25.196
9.	Concord	24.902
10.	Little Rock	24.788
11.	Richmond	24.133
12.	Miami	23.833
13.	Charlotte	22.893
14.	Nashville	22.800
15.	Newburgh	22.783
16.	Syracuse	22.557
17.	Denver	22.538
18.	Helena	22.348
19.	Lansing	22.259
20.	Phoenix	21.882

Rankings based on preliminary information received from regions. Does not include bonus credits.

FILL OUT BOTH SIDES OF THE CARD

Your Current Address
See Note #7 on reverse

OFFICIAL MAILING ADDRESS

FREE OF U S POSTAGE INCLUDING AIR MAIL

OFFICIAL ELECTION BALLOTING MATERIAL—VIA AIR MAIL

Address of Election Official at your voting residence

To: (TITLE OF ELECTION OFFICIAL)

(COUNTY OR TOWNSHIP)

(CITY OR TOWN, STATE, ZIP CODE)

Standard Form 76
Revised 1968
Issued under 5 U. S. C. A. 2184
76-105

in "Send registration forms" or "Request registration."

Line 7. Should contain the address where the individual currently receives mail; if an address other than an official military address is used in this item, the military address must be indicated on the front of the FPCA.

Line 8. Self-explanatory, but must be understood by the individual.

Line 9. Signature of person requesting ballot must be placed here; if required by state law — the unit voting counselor can determine this — the signature must be made in the presence of a notary or other individual authorized to administer the oath.

Line 10. Full name, rank, grade, or service number must be printed or typed in this space.

Line 11. This information must be completed if required by state law; the unit voting counselor will have the "witnessing" requirements for the individual states.

And that's about all there is to it.

While we may all be getting weary of the Bicentennial, and we're all sure to tire of campaign news, speeches and posters, when you come right down to it, voting in our nation's 200th year may be about the most meaningful thing any of us could do to celebrate the birthday.

FILL OUT BOTH SIDES OF CARD

POST CARD APPLICATION FOR ABSENTEE BALLOT

State or Commonwealth of OREGON
(Fill in name of State or Commonwealth)

1 (1) I hereby request an absentee ballot to vote in the coming election (GENERAL) (PRIMARY)* (SPECIAL) ELECTION.
(Strike out inapplicable words)

2 (2) *If a ballot is requested for a primary election, print your political party affiliation or preference in this box. ☐
(If primary election is secret in your State, do not answer)

(3) I am a citizen of the United States, eligible to vote in above State, and am:

a. A member of the Armed Forces of the United States ☒

b. A member of the merchant marine of the United States ☐

c. A citizen of the United States temporarily residing outside of the territorial limits of the United States and the District of Columbia ☐

d. A spouse or dependent of a person listed in (a), or (b) above ☐

A spouse or dependent residing with or accompanying a person described in (c) above ☐

(4) I was born on 29 (Day) April (Month) 1948 (Year)

5 (5) For 21 years preceding the above election my home (not military) residence in the above State has been 316 LAMOND PLACE, TRACY
(Street and number or rural route, etc.)
in the county or parish of ALLISON
The voting precinct or election district for this residence is ST. SWITHIN'S
(Enter if known)

6 (6) Remarks: SEND REGISTRATION FORMS

7 (7) Mail my ballot to the following official address:
For those assigned in the U.S.
(YOUR CURRENT ADDRESS)
(Unit (Co., Sq., Trp., Bn., etc.), Governmental Agency, or Office)
(Military Base, Station, Camp, Fort, Ship, Airfield, etc.)
For those assigned elsewhere:
(APO, or FPO number)

(8) I am NOT requesting a ballot from any other State and am not voting in any other manner in this election, except by absentee process, and have not voted and do not intend to vote in this election at any other address.

9 (9) (YOUR SIGNATURE)
(Signature of person requesting ballot)

(10) (YOUR NAME, RANK OR RATE, SSAN)
(Full name, typed or printed, with rank or grade, and service number)

11 (11) Subscribed and sworn to before me on
(Day, month, and year)

(Signature of official administering oath) (Typed or printed name of official administering oath)

(Title or rank, service number, and organization of administering official)

INSTRUCTIONS

A. Before filling out this form see your voting officer in regard to the voting laws of your State and absentee registration and voting procedure
B. Type or print all entries except signatures. FILL OUT BOTH SIDES OF CARD.
C. Address card to proper State official. Your voting officer or commanding officer will furnish you his title and address
D. Mail card as soon as your State will accept your application.
E. NO postage is required for the card.

☆ U.S. GOVERNMENT PRINTING OFFICE 1968—O-340-457 # 32-J

Winning gold and good

Until July 1975 Army Sports Clinics had concentrated on the sports popular at the high school level such as track, wrestling, and volleyball, to mention a few. Wishing to reach a wider range of high school students, the "Team Army" motorcycle racing group evolved out of "Team Ft. Hood."

The team competes in enduros and two-day international trials competition sponsored by the American Motorcycle Association (AMA). The two days of competition are the qualifying events for the honor of representing the United States in the International Six-Day Trials (ISDT). The ISDT is considered by the motorcycle world to be the Olympics of motorcycle racing. The European countries and Russia all enter national teams.

First Lieutenant William "Wild Bill" Hoffman, the team leader, was selected by the AMA to compete on the United States team in the 1975 ISDT in Great Britain. He placed high in the American standings despite having to retire from the gruelling competition before its completion, due to mechanical failure.

To place well, in spite of dropping out, is a true accomplishment in two respects. Hoffman had not ridden in national competition until March 31, 1974 during a two day qualifier at Fort Hood. In addition, he is the first active duty member of the Army to be selected for the team. During the 1974 series Hoffman won eight medals.

The Team

The team, itself, is composed of 1LT Hoffman, Staff Sergeant David McKinney, and Privates First Class Victor Marshall and Nathan Pillsbury. The team won 21 medals in the two day competition and 4 in the national enduros.

will for the Army

Last fall was the team's first season in national enduro competition. These races are cross-country, all terrain events ranging from 100 to 150 miles.

While traveling to all areas of the country to race, the team conducts skill clinics along the way. The clinics cover equipment maintenance and physical conditioning, both of which are critical aspects of motorcycle racing. A brief outline of what spare parts and tools should be carried and used in case repairs should be necessary while in competition is also covered. The skills taught by the riders promote safety, consistency, and endurance.

The remaining races for this season are as follows:

Pell City, Alabama
Montgomery DRC
17-18 Apr

Rose, Michigan
Detroit DRC
23-23 May

Trask, Oregon
Portland DRC
5-6 Jun

Bad Rock, Oregon
Portland DRC
12-13 of Jun

Olympia, Washington
Seattle DRC
26-27 Jun

In addition to providing recruiting support, the team's other purpose is to test the possibilities of the expanded uses of motorcycles in a wartime situation. The results of a part of the testing indicate that the motorcycle may be of great help in the area of sending messages in combat.

The Army motorcycle team — winning races or winning goodwill for the Army — it's a winning team.

Commanding General's Recruiter Advisory Council

Tom Evans, deputy director of A&SP, HQ USAREC, briefs members of the CG's Recruiter Advisory Council on current and upcoming advertising plans.

By MSG CHUCK HAYEK
HQ USAREC A&SP Liaison NCO

Coming from different areas, with a combined 213 months of recruiting experience, six sergeants have been selected to represent each and every recruiter in the field as members of the Commanding General's Recruiter Advisory Council.

Six recruiters, one from each RRC plus the Secretary of the Army's Recruiter of the Year, are the members of the council. They are considered to be a random sample of the typical successful OOE.

The council is designed to advise the USAREC commander and the headquarters staff on matters of particular interest and to voice the concerns of the field recruiter. It is expected to meet at least once each quarter to advise the headquarters staff on the effectiveness of existing policies, any problem areas, and recommendations for refinement in current policies and procedures.

The establishment of this council was a highly idealistic idea that had been discussed many times in the past; it has now become reality with hopes that future meetings will be as successful as the initial two-day session.

The first meeting began early Thrusday morning, March 4, with the direction from COL Archie Cannon, chief of staff, that each recruiter work hard on the briefer . . . in other words, each member of the headquarters staff was there to increase communication between all members of USAREC.

In the next 48 hours, the six recruiters spent 23 hours discussing, questioning, accepting and rejecting ideas presented by the headquarters. What everyone connected with this project found out was that there was too little time to discuss and learn everything there was to learn. It was determined that there was a great need for this council, providing everyone continues to take this project as seriously as the members of this initial council did.

Questions were asked that had never been brought up before and the staff elements asked questions of the council members.

Although ideas were exchanged which may bring about changes, the overall success of such a council remains to be answered. Only time will tell. . . .

I do know that I attended all the sessions, and was impressed with the dedication and seriousness that each panel member and recruiter exhibited. We came a long way in understanding each other in those short hours, but the future will make the real difference.

These six recruiters are your representatives and their job is to communicate to the commanding general and the headquarters staff your ideas. Because of the short time between the selection of these individuals and the first meeting, it was impossible for them to gather every recruiter's ideas, but they did a commendable job.

Prior to departing Fort Sheridan, each made a short pitch for the April "Tie-Line", introducing themselves and giving their station phone numbers. To get as much feedback as possible from each OOE, here are their addresses:

- SFC Willie A. Jenkins Jr.
  1205 Goodhope Road SE
  Washington, D.C. 20020

- SSG Wayne J. Rusboldt
  Christown Mall
  1647C West Bethany Home Road
  Phoenix, Ariz. 85015

- SFC Wayne Stephens
  2050 Austin Highway
  San Antonio, Texas 78218

- SFC Dale E. Haag
  1705 S. University Boulevard
  Middletown, Ohio 45052

- SGT Robert M. Galvan
  Ponderosa Plaza
  Liverpool, N.Y. 13088

- SFC Aubry D. Wetherington
  1907 Tyrone Boulevard
  St. Petersburg, Fla. 33710

These are your representatives and they will speak for you. But they are not receptacles for "bitch sessions," problems that can be cured by local officials, or minor individual complaints. They are your eyes and ears for improvement. They will see that your ideas come to the headquarters staff where they can be acted upon. Ideas should be those which can improve recruiting, no matter how small or how great the idea is. As long as ideas remain in your head and never get communicated to others, they will remain your secrets.

The Commanding General's Recruiter Advisory Council will communicate your ideas (secrets?) to the commanding general.

Now it's up to you.

IG Commendable Areas

The FY 76 USAREC IG Inspection Program is better than three-fifths of the way to completion. All areas in NERRC, MWRRC and SWRRC have been inspected.

Each area has received an overall assessment using the terms "satisfactory" or "unsatisfactory" and several have distinguished themselves by outstanding performance in each of the functional areas outlined in the July 1975 issue of the *Journal*. As a result it is the consensus of the IG and the region commanders that the following recruiting areas were performing their mission in a commendable manner.

Southwestern Region

New Orleans DRC — Baton Rouge RA
CPT Michael G. Thornton
MSG Curley H. Lyons

Albuquerque DRC — El Paso RA
CPT Joe S. Shipes
MSG Richard H. Sutter

Jackson DRC — Jackson RA
CPT Gerald L. Crews
MSG John E. Griffiths, Jr.

As the USAREC IG completes his inspection of each region, the commendable areas will be added to this list in subsequent issues of the *Journal*. Congratulations!

Developing as a professional

By MAJ BOBBY J. WOOLLEY
HQ USAREC, Professional Development

The Recruiting Command's Professional Development Program for 1975 was a tremendous success! Activities ranged from HQ USAREC-sponsored seminars to improved recruiter training at the station level. Orientation seminars were conducted by HQ USAREC for Armed Forces Examining and Entrance Station commanders as well as district and area commanders. Handbooks for district, area and station commanders and guidance counselors were produced and distributed to the field force.

The regional professional development teams conducted training sessions for area and station commanders and guidance counselors with several regions conducting workshop seminars for the DRC professional development NCOs. Many DRCs improved their training programs via the Recruiter Orientation and Transitional Training Program and through special training sessions supervised and conducted by the PD NCO.

All those involved in the 1975 professional development effort have contributed to improved recruiting through improved training.

To begin the 1976 Professional Development Program, HQ USAREC has published a newly revised PD regulation (350-4, dated 8 January 1976). A major portion of the reg deals with the use of course materials currently being developed by a civilian contractor for USAREC. The courses, now in the works, will address the job responsibilities of the station commander and guidance counselor.

The first of these lessons was delivered to the field in March 1976. The rest will be phase-delivered (three to four lessons each month) with completion of the series scheduled for November 1976. The topics addressed in the lessons are listed in Figures 1 and 2.

These performance-oriented lessons are designed to acquaint the student with the knowledge required for him to perform effectively in his newly assigned position and with a minimum period of on-the-job training. Many recruiters have participated in lesson validation sessions and have indicated that the lessons are needed and that they will be well-received by the field force.

As the lessons arrive, area commanders and senior guidance counselors will assist the DRC PD NCO in the administration of the lessons to all currently assigned station commanders and guidance counselors.

Each individual will be given a pre-test. His performance on this test will determine if he must complete all the lessons or be allowed to bypass some of them. If he is required to take the lesson, he will be allowed to work at his own pace.

Following completion of the lesson and its self-evaluation exercises, the student will be administered the lesson post-test. If he does not do well on the post-test, he will be required to repeat the lesson and retake the post-test.

Once the individual has completed all the lessons in each course, he will be certified to remain in the assigned position. The certificate of course completion will be issued by HQ USAREC based on the recommendation of the DRC and regional commander.

The bicentennial year will be another pay-off year for USAREC's Professional Development Program. The new courses, along with the continued support of HQ USAREC and regional PD teams, will go a long way towards making the Army's recruiting force the most professional in America's history.

Fig. 1

STATION COMMANDER LESSONS

- Delegating Additional Duties
- Maintaining Station Files: Filing, Retrieving, Screening, Posting
- Plan Station Resources
- Develop a Station's Community Relations Program
- Develop a Station's Schools Program
- Identify Prospecting Deficiencies
- Identify Interview Deficiencies
- Identify Mistakes/Deficiencies in Card File and Work Plan
- Evaluate Recruiter's Follow-up Procedures
- Review Applicant Packets
- Reveiw Waiver Applications
- Employ Personal Counseling Techniques

Fig. 2

GUIDANCE COUNSELOR LESSONS

- Applicant Processing Requirements and In-House Report
- Applicant Packet Deficiencies
- Basic Applicant Eligibility
- Opening Interviews
- Controlling Interviews
- Closing Interviews
- Counseling Rejected Applicants
- Product Knowledge (Appendix H, AR 601-210)
- Product Knowledge (REQUEST Programs)
- Determination MOS/Option Eligibility
- Make/Cancel/Change REQUEST Reservations
- Option Briefings
- Completion of Applicant Packets

Spotlite

SSG Michael Bruce
Lansing DRC

'Make that special effort'

By PFC KEN HOLDER
R&CCJ HQ Correspondent

"'Quality and Quantity' is the motto by which I do all my recruiting," says Ionia, Mich., recruiter Staff Sergeant Michael Bruce. "I feel that you can't have one without the other, and besides, with this approach neither myself nor the applicant will be disappointed.

"The main thing you have to remember is that you can't just sit in the station and wait for applicants to come to you; you have to get out to the people. You have to be where the people are and, for the most part, with my recruiting that means getting out to the local schools, using my REACT cards, and most of all, making prime use of the referral system.

"By 'referral' I don't mean only using your REACT cards and other people you've put into the Army. It's of prime importance that you get out and see the high school counselors. When the Army has a program the counselors might be interested in — something like Project AHEAD — I make sure they get *all* the information. Then, when they think they have a student who could make a good recruit, they let me know because they know me personally. They know I'll take care of their student and make sure he gets what he wants or, at least something he's qualified for. I make that special effort with each of my applicants because it only takes one guy who thinks he was 'ripped off' to mess up a good thing."

Staff Sergeant Bruce also had this to say about moving around in the schools: "I circulate a lot in the schools just talking to the kids over their lunch break or sometimes even between classes."

The 25 year old recruiter feels his age is a definite advantage. "A student can see me and say to himself, 'Hey, he isn't much older than I am and *he* likes it. Maybe the Army isn't too bad.'"

On the subject of parents: "If possible I like to have a meeting with the parents because they usually have some questions their sons or daughters can't answer."

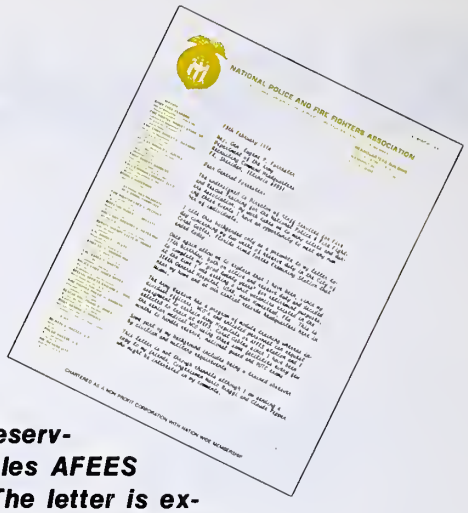
On selling: "I make it a point to answer all questions an applicant has about the Army. And I don't pull any punches. If the kid really wants in and he's going to make a good soldier, the truth won't scare him."

When asked if he likes his job, the young recruiter replied, "Yes. This is the hardest job I've had while in the service and it is the most challenging — personally. Sometimes when I take a prospect to the AFEES and work really hard to get the right job for him, he'll decide he really doesn't want to be in the Army or he flunks his physical. That's when I start wondering if it's all worth it. But then I get back to the station and there's a message for me saying I've had a call from one of the people I've enlisted and he's thanking me for what I've done — that's when I realize there's no better satisfaction than knowing I've helped put his life on the right track."

How about a recruiting philosophy? "I feel like recruiting is a big poker game: sometimes you get a good hand and sometimes you have to go with what you have. But, whatever happens, you can't quit the game.

"A good recruiter can only be as good as the pride he has in his job," says SSG Bruce.

Award "attapeople" (one each) to the folks at Coral Gables AFEES



Too often when someone does a good job, it slips by unnoticed. Usually all it takes is a letter to the right person. In this case, a reservist who worked at the Coral Gables AFEES wrote a letter to MG Forrester. The letter is excerpted below. Coral Gables is hereby awarded an "attapeople."

13th February 1976

Maj. Gen. Eugene P. Forrester
Department of the Army
Recruiting Command Headquarters
Ft. Sheridan, Illinois 60037

Dear General Forrester:

The Army Reserve has a program of module training whereas individual officers, NCO's and enlisted personnel can request assignment to certain Army Hospitals or AFEES station. . . . I selected to train at AFEES, Coral Gables. . . .

The Coral Gables, Florida station . . . appears to me to be managing a very important role in the recruiting services. Here at your station the new man or woman about to enter the armed forces is entering at a young age. . . . There is no confusion, no loss of respect and Maj. (William) Mobley is in my opinion concerned with the dignity and good treatment of each applicant . . . as he is with the various members of all the armed forces . . . on duty.

Sir, I have never seen or observed a more professional group of men in action. . . . They were able to process men and women through what can be a difficult experience . . . and treated all with respect and care.

What impressed me was the manner in which the larger group of men day to day were handled. The process was accurate. . . . Those unfit were discovered and left with the knowledge that the situation might be rectified by . . . their own physicians.

Finally, let me say that I learned a great deal from the officers and (enlisted) men that I worked with . . . they offered help in areas where I lacked experience. I felt that my two weeks of duty were of service to the Army and myself.

General Forrester, I felt that at Ft. Sheridan you might be interested in this rather lengthy report because few reservists will talk about the very favorable relationships on their tours.

. . . I would rate the Coral Gables, Florida station . . . a superior unit, with excellent morale and one station that I would hope I might once again serve. . . .

Most respectfully yours,

GERALD S. ARENBERG, Director
Staff Training Services
National Police & Fire Fighters Association

How do you ease the return of a veteran recruiter back into the active life of recruiting in 1976? The Santa Ana DRC puts him in the "Boiler Room."

The Santa Ana DRC headquarters resembled a boiler room one evening as 12 area recruiters manned as many telephones and exhausted a 360-name high school list in 90 minutes to aid Staff Sergeant Ray Springer back into the mainstream of recruiting after being a guidance counselor for quite a while.

"Operation Boiler Room" was the brainchild of Lieutenant Colonel Harry Lascola, Santa Ana DRC commander. The 12 recruiters made actual contact with 143 of the people on the list and secured 33 appointments during the 90 minutes.

In making the calls, the 12 recruiters used the name of SSG Ray Springer (except that the two female recruiters were ". . . calling for Sergeant Springer").

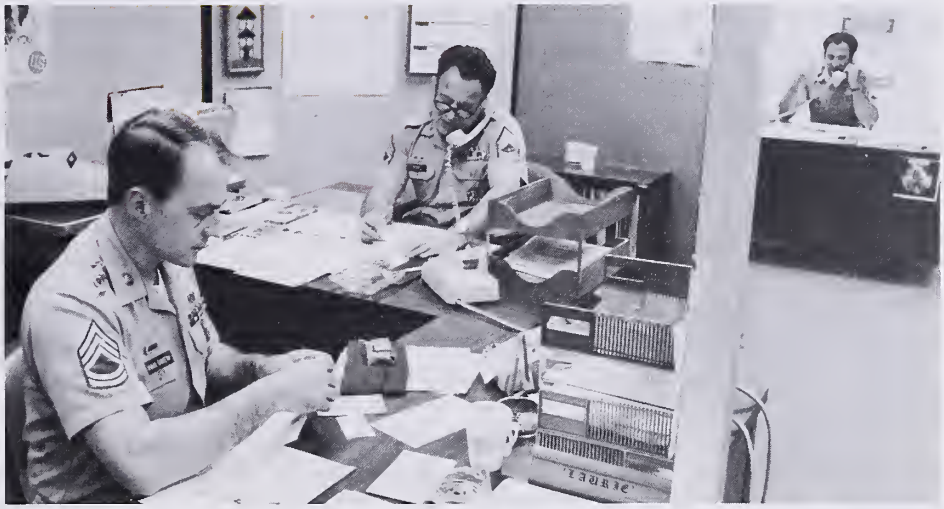
The key was teamwork. The 12 recruiters were supported by runners, typists, a scorekeeper, a letter stuffer, Captain Bob Amiot, the area commander, and observers from other areas. Each calling station was equipped with a 30-name list with telephone numbers, 30 prospect cards, sample letters to prospects and parents (used when the prospect was not home), assorted RPIs, appointment cards, an appointment sheet, scratch papers and *Phonograms* to be sent when there was no answer. Every contact was followed up with an appropriate piece of correspondence.

When the recruiter finished a call he placed an appropriate letter, a 200-card, completed appointment card, informational material and paper with name and address in an out box. The runners passed these packets to the typists. After processing, the stuffer did his work and all correspondence was mailed that night. All of this support was provided by the DRC admin division personnel.

Sergeant Springer pre-signed all letters, but each of his "impersonators" wrote a personal note below the signature. All appointments were made for assigned days and times to avoid duplication.

Operation
Boiler Room

By CAROLYN SCALES A&SP, Santa Ana DRC



Manning desks during "Boiler Room" are SFC Jerry Van Drew, SFC Herman Fine and SSG Don Corbin.

"Boiler Room" callers were SFC Jerry Van Drew, SFC Herman Fine and SSG Anastacio Martinez of Fullerton RS; SGT Connie Geth and SGT Kenn Jones of Huntington Beach RS; SFC Frank Hart and SGT Marty Coldman of Anaheim RS; SFC Bob Riley and SSG Don Corbin of Garden Grove RS; and SFC Betty Allen and SGT John Kelso of Buena Park RS. Naturally, SSG Ray Springer of Buena Park RS was there too.

Fifty minutes after "Operation Boiler Room" started, there were 18 appointments; after 80 minutes there were 29; and after 90 minutes, there were 33. The original objective for the evening was two appointments per caller.

While Sergeant Kelso was talking to the grandmother of a prospect, she told him she came from Germany. Kelso suggested that her grandson might visit or serve in Germany if he enlisted, but the grandmother had bad memories of the country and that idea did not appeal to her. On another call, SGT Kelso was told that the prospect had moved to Chicago, but the mother was so eager for her son to learn about the Army that she insisted on providing her son's Chicago telephone number.

The main benefit of this boiler room operation, according to LTC Lascola, was ". . . the sense of accomplishment afterward — the whole thing is completed when the recruiters leave the phones. Another advantage is the programmed competitive frenzy. It psyches the recruiters to peak performance."

In the end, Sergeants Geth and Jones walked away with the evening's honors. For topping the count with six appointments each, they were presented special medallions hand-crafted by Mrs. Lascola.

"Operation Boiler Room" is a successful technique, and the Santa Ana DRC proved it.

Update

AFVTG

Operational control of the Armed Forces Vocational Testing Group was transferred from the Air Force to the Army in January. This reorganizational move was made in conjunction with the recent assignment of responsibility for all high school and production testing to the AFEES.

To facilitate operations under the new system, the VTG will be relocated from Randolph AFB, Tex., to Fort Sheridan, with most of those assigned to the VTG to make the move in July. Scoring of test results will continue to be done at Randolph until adequate computer facilities can be established at Fort Sheridan.

When the AFEES Command comes into existence, now slated for about July 1, the AFVTG will become a part of it.

All testing procedures in effect before the change of responsibility will remain the same under the new management.

Promotions

Forty-five officers assigned to USAREC, plus one recently departed from the command, have been recommended for promotion in selection lists released through early March.

Heading the list of USAREC officers to be promoted are BG William B. Steele and BG Alexander M. Weyand, USAREC's deputy commanding generals, both to be promoted to major general.

To be promoted to brigadier general are Colonel Archie S. Cannon, chief of staff, and Colonel A.M. Goodson, commander of Midwestern Regional Recruiting Command. Also on the one-star promotion list is Colonel Richard Sweet, former USAREC chief of staff.

Promotion to captain is in store for most first lieutenants assigned to USAREC. It's interesting to note that 41 of 44 eligible first lieutenants were selected for promotion, a selection rate of 93.2 percent, while the Army-wide selection rate to captain was only 90.7 percent.

Voice Test

The Defense Information School has advised that some enlistees have recently arrived for training as 71R (broadcaster) without having previously been accepted based upon a voice audition.

Each DRC should have the voice audition script and instructions for administering and forwarding the voice test to DINFOS before enlistment. This test is necessary because there is limited voice and diction training time within the school to correct speech problems and impediments.

Without a voice audition acceptance, enlistment for training as a 71R cannot be completed.

Update Update

The "Update" item in February headlined "Free Ads" should have mentioned that the cards must be properly identified as **Army** to preclude "blind advertising."

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14").

RPI 300, Booklet. If there's a question, you'll have the answer.
RPI 301, Folder, Army Service School Reenlistment Option.
RPI 302, Folder, Your career decision.
RPI 303, Folder, How to tell your friends you're reenlisting.
RPI 304, Poster, I'm taking it one hitch at a time.
RPI 305, Poster, The Army's been good to this Army wife.
RPI 306, Poster, When you're doing something of value, you value yourself more.
RPI 307, Poster, Since I've been in the Army, the longest I've sat still is for this photograph.
RPI 308, Folder, Why are you staying in?
RPI 311, Poster, I want a job with excitement and intrigue.
RPI 312, Folder, I want a job with excitement and intrigue.
RPI 313, Poster, I like going to school and getting paid for it.
RPI 317, Poster, Now I'll be working near home.
RPI 319, Poster, I'd like to live in Europe. Not just visit.
RPI 325, Poster, $8,000 is $8,000.
RPI 331, Poster, Music is where I want to be.
RPI 332, Folder, Music is where I want to be.
RPI 334, Poster, How to tell your friends you're reenlisting.
RPI 349, Decal, We serve proudly.
RPI 356, Label, Career Counseling. 3-1/2"
RPI 357, Label, Career Counseling. 9"
RPI 358, Label, Career Counseling. 1"
RPI 366, Booklet. Take a look at all the things you've been taking for granted.
RPI 921, Poster, Start college while you're serving.

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.

More PSAs

During the month of April, two new PSA TV spots are tentatively scheduled for distribution in :30 and :60 second versions. They are: "Artillery" and "Job/Skill — (Power Generator Operator)."

Voting Assistance

Voting assistance is being emphasized by DA during this the 1976 Bicentennial election year in an effort to encourage Army voters to cast their ballots. Local voting officers now have around-the-clock contact when they run into problems carrying out their voting programs. A DA voting action line — Autovon 223-0527 or commercial 202-693-0527 — will give voting officers a helping hand with their questions or problems on a 24-hour basis.

Codes

USAREC has learned that some recruiters may have received 200 cards without cover letters on high school graduate, high school senior, and college dropout names.

If you received such cards without identification in cover letters, you can determine the category by using this code:

- ASLC-02, 1975 high school graduate
- SE-01, 1975 high school graduates
- MCR-03, 1975 high school graduates
- MD-05, college dropout
- MCR-06, college dropout
- RS- , recruiter-supplied names

Recruiters will also be receiving computer printouts containing the names of 1976 high school seniors and names from the REACT file. These names will be identified on the sheets and by a cover letter.

Accreditation

Nine Army schools and one DoD school have received accreditation by the Southern Association of Colleges and Schools.

These schools are:

- The Defense Mapping School, Fort Belvoir
- The Transportation School, Fort Eustis
- The Engineer School, Fort Belvoir
- The Quartermaster School, Fort Lee
- The Infantry School, Fort Benning
- Women's Army Corps School, Fort McClellan
- The Missile and Munitions School, Redstone Arsenal, Ala.
- The Aviation School, Fort Rucker
- The Air Defense School, Fort Bliss
- The Sergeants Major Academy, Fort Bliss

TRADOC considers this a major step in the Army's program of obtaining recognition of the quality military training by civilian industry, unions and educational associations. Acceptance by the association means that courses taught in the ten schools will receive official recognition in the civilian academic world. In many cases, soldiers working toward a degree will be able to apply training courses completed in Army schools toward credit hours to be earned in a cooperating civilian school.

Accreditation by the Southern Association of Colleges and Schools, one of six regional educational commissions that accredit schools around the country, is based on evaluations to determine if the schools meet not only the needs of the students, community and employers, but also the standards of quality of the Occupational Commission.

According to TRADOC, a centralized recording system for all educational credits earned by a soldier is now in the process of development. Progress in this system's development will be monitored by the *Journal* and will be reported as information becomes available.

Rifle Training

Women officers are now required to take individual weapons training on the same basis as their male counterparts, according to a DA message. The change applies to all women officers, officer candidates, and ROTC and West Point cadets.

The same message revised individual weapons training policy for enlisted soldiers — men and women — in Army service schools, training centers and units. All soldiers taking basic rifle marksmanship now will qualify with the M-16 under the Army's standard rifle training program.

Filmstrip

The "Report to the People" and "America" filmstrip has been distributed and, according to reports, is being put to excellent use.

One word of caution — the usage rights for this filmstrip and music are limited to presentation usage. No rights have been purchased which would permit the use of either "Report to the People" or "America" on radio or television.

For the Record

100 Percenters

In November Montgomery DRC took aim at Phoenix's claim of 25 consecutive months at 100 percent of objective, by claiming 28 consecutive months through August 1975. Now Raleigh shoots at both of them by claiming 100 percent of objective for 39 consecutive months, from September 1972 through November 1975.

Update

Alcoholism is an illness. Like tuberculosis and hypertension, it has a high rate of recovery — unless it has gone too far. Brain and liver damage are irreversible. The government cautiously estimates that there are about 10 million alcoholics in the United States, and that about 10 percent of military personnel are members of the drinking alcoholic team. The number surfacing for help is infinitessimal by comparison.

Like most drinkers, alcoholic recruiters avoid self-awareness of their illness. Even if they have an inkling, they usually do not know how far along they are, whether in early, middle or final stages. A commander may wonder why some of his recruiters are not working up to speed, but does not usually think of alcohol as a possible cause. Generally, the drinking alcoholic is working at only 10 percent of his or her capacity and collectively costs our nation about 20 billion dollars a year.

Why don't alcoholics seek help and recover? While alcoholics are being accepted institutionally as people with an illness, most are unwilling to admit they are afflicted. They may quietly admit they "have a degree of a problem," but are not willing to look hard at themselves with honesty. Doing so might upset their life-style. It might prove embarrassing. People seem more willing to seek help when they have a venereal disease than to seek help with drinking.

Sure, recruiters may suffer serious consequences when charged with DWI or felonies that are alcohol-related. That is because they have waited too long before seeking assistance. However, for the majority of alcohol-related incidents or problems, recruiters are suspended from production in order to undergo evaluation or rehabilitation. This has proven highly successful. Other individuals recognizing they have a problem may seek self-help from local alcohol counseling services and thus the problem would never have to come officially to the attention of the Command. Most hospitals and local governments have such services. AA is as close as the telephone book.

The command wants to assist those with the illness. Take an honest look at yourself through the questions on this page. If you are concerned at what you see, reach for a phone instead of a glass. The people listed here are recovering alcoholics — they've been there — and they want to help. No records, names or addresses are kept.

Larry (an officer): (A) 459- or (C) 312-926-3327; home, (312)-433-1652
Earl (a black NCO): home, (312)-432-1348
Joe (another NCO): (A) 459- or (C) 312-926-3583; home, (312)-830-0319

National Council On Alcoholism 26 Revealing Questions

1. Do you occasionally drink heavily after a disappointment, a quarrel, or when the boss gives you a hard time?
2. When you have trouble or feel under pressure, do you always drink more heavily than usual?
3. Have you noticed that you are able to handle more liquor than you did when you were first drinking?
4. Did you ever wake up on the "morning after" and discover that you could not remember part of the evening before, even though your friends tell you that you did not "pass out"?
5. When drinking with other people, do you try to have a few extra drinks when others will not know it?
6. Are there certain occasions when you feel uncomfortable if alcohol is not available?
7. Have you recently noticed that when you begin drinking you are in more of a hurry to get the first drink than you used to be?
8. Do you sometimes feel a little guilty about your drinking?
9. Are you secretly irritated when your family or friends discuss your drinking?
10. Have you recently noticed an increase in the frequency of your memory "blackouts"?
11. Do you often find that you wish to continue drinking after your friends say they have had enough?
12. Do you usually have a reason for the occasions when you drink heavily?
13. When you are sober, do you often regret things you have done or said while drinking?
14. Have you tried switching brands or following different plans for controlling your drinking?
15. Have you often failed to keep the promises you have made to yourself about controlling or cutting down on your drinking?
16. Have you ever tried to control your drinking by making a change in jobs, or moving to a new location?
17. Do you try to avoid family or close friends while you are drinking?
18. Are you having an increasing number of financial and work problems?
19. Do more people seem to be treating you unfairly without reason?
20. Do you eat very little or irregularly when you are drinking?
21. Do you sometimes have the "shakes" in the morning and find that it helps to have a little drink?
22. Have you recently noticed that you cannot drink as much as you once did?
23. Do you sometimes stay drunk for several days at a time?
24. Do you sometimes feel very depressed and wonder whether life is worth living?
25. Sometimes after periods of drinking, do you see or hear things that aren't there?
26. Do you get terribly frightened after you have been drinking heavily?

If you answer "yes" to *any* of the questions, you have symptoms that may indicate alcoholism. "Yes" answers to questions in various categories indicate the following stages of alcoholism.

Questions 1-8 early stage
Questions 9-21 middle stage
Questions 22-26 beginning of the final stage.

NAVY RECRUITING

By LCdr DOUGLAS L. STROLE
Public Affairs Officer,
Navy Recruiting Command

The first Navy recruiter was part of the Marine Committee established by the Continental Congress in 1775.

The Navy Department was established in 1795 and soon thereafter the Secretary of the Navy assumed direct responsibility for recruiting. This task was later passed to the Bureau of Construction and Repair; then to the Bureau of Navigation before coming under the direct command purview of the Bureau of Naval Personnel in 1942.

On April 6, 1971, the Secretary of the Navy, in response to the challenges of the forthcoming all volunteer force and the increased emphasis on Navy recruiting, established the Navy Recruiting Command as a separate field activity of the Chief of Naval Personnel.

Recruiting initiatives were refined and, to increase efficiency, the "One Navy" recruiting concept was adopted in 1973 with the Commander, Navy Recruiting Command, assuming responsibility for recruiting both regular and reserve officer and enlisted personnel into all active duty programs, less the Naval Academy.

While many things have changed in the United States Navy since it was established, America's natural dependence on the sea has not.

The United States is an "island nation" highly dependent upon international trade for raw material. In terms of tonnage, 99 percent of our overseas exports and imports are presently transported by sea. Thus, sea control is the fundamental function of the U. S. Navy.

To maintain the capability to keep sea lanes open between America and its allies in 1976 and the future, requires the continuous development of sophisticated Navy surface ships, submarines, aircraft and complex systems which employ advanced technologies on a broad and diverse scope.

Intelligent and well-motivated, highly trained and professionally competent people are required to operate, maintain, and support this equipment and systems. Thus the recruitment, training and retention of only the best-qualified, top caliber individuals is a prime Navy objective today.

The headquarters of Rear Admiral Robert B. McClinton, who is the commander of the Navy Recruiting Command, is located in Arlington, Va. His staff includes a deputy, executive assistants and five major departments whose primary objective is supporting field recruiters throughout the country. The departments include Administration and Logistics, Plans and Policy, Operations, Recruiting Advertising and Recruiting Support.

The field command organization currently includes: six Navy recruiting areas commanded by Navy captains (O-6), 43 Navy recruiting districts, and approximately 1,440 recruiting stations.

The Navy Recruiting Command has a total allowance of approximately 5,462 personnel, which includes 528 officers, 4,384 enlisted personnel and 550 civilian employees. Recruiting personnel are located in the 50 states, Puerto Rico, Republic of the Phillipines, Guam, West Germany and Italy.

During the first full, no-draft fiscal year, FY 74, the Navy attained 96 percent of its One Navy goal. In FY 75, 113,027 persons enlisted, or 101 percent of the goal with an increase in the quality of new recruits.

During the first seven months of FY 76, 85.5 percent of the new recruits are high school graduates as compared to 69 percent in FY 73. Another indicator of quality accessions is that in FY 73, 15.6 percent of the accessions were CAT IV, while the percentage of CAT IV in FY 76 is 4.5 as of 31 January. The quality goal for FY 76 is that 80 percent of the total accessions be high school graduates.

The Navy's FY 76 accessions goal (as of Jan 76) is 104,463 with the FYTQ (transition quarter, Jul-Sep) goal at about 36,000 or almost 12,000 recruits per month. FY 77's goal is projected as 117,860.

The toughest challenges facing Navy recruiting remain the mentally demanding six year enlistment programs: the advanced electronics field, nuclear field and advanced technical field.

The most challenging officer programs include: nuclear power officer candidates, civil engineers and direct appointment physicians.

Minority recruiting continues to receive great emphasis throughout the Navy. The objective in the minority officer program is 6 percent black and 2 percent other minorities of the total number of officers recruited, with NROTC being the exception with 12 percent black and 6 percent other minorities. The Navy is working toward an enlisted objective of recruiting 12 percent black and 6 percent other minorities.

As in all military services, Navy recruiting today is a totally new environment with new challenges, increased requirements for top quality personnel at a time of tightening budget constraints and reductions in recruiting resources.

This article on Navy recruiting is the first in a series on recruiting in the other services. The series will conclude with the July issue, to be devoted in large part to Army recruiting from 1776 to the present.

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